



Overtown Children & Youth

Executive Summary

MASTER PLAN

2015- 2025

*"A lot makes me feel successful, but I feel successful
mostly when I achieve something"*

**Tyrel, Age 15
Youth Focus Group**

C/O Urgent, Inc.
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Approved by the
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January 21, 2015.

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This report was prepared by the Overtown Children and Youth Coalition, Inc. The mission of the Overtown Children and Youth Coalition is to create collective impact to empower Overtown children and youth to reach their full potential.

THE OVERTOWN CHILDREN AND YOUTH MASTER PLAN is a guiding document prepared to help advance quality of life outcomes for Overtown children and youth aged 0 to 24 years, and their families by:

1. Advising the Southeast Overtown/Park West Community Redevelopment Agency, City of Miami Commission, Miami Dade County Public School Board, private companies with a corporate social responsibility business model and other institutions that implement policies, fund programs and provide services that affect children, youth and their families;
2. Promoting the coordination, alignment and effectiveness of services and opportunities provided to children, youth and their families by the City of Miami, Miami Dade County Public Schools, community-based organizations, and the private sector; and
3. Studying and promoting research and best practices.

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Introduction

One Community, One Plan: Overtown's Opportunity

OVERTOWN, A COMMUNITY WHERE ALL CHILDREN AND YOUTH THRIVE

In the fall of 2012, the Overtown Children and Youth Coalition (OCYC) was formed by the anchoring community based non-profit organizations in the Overtown Community: Urgent, Inc., Overtown Youth Center, Touching Miami With Love, Lotus House and Dress for Success with the support of the Southeast Overtown/Park West Community Redevelopment Agency and City of Miami District 5 City Commissioner Michelle Spence-Jones. Within a few months several other stakeholders joined forces and began to work together under the umbrella of the Overtown Children and Youth Coalition. Establishing the OCYC was a groundbreaking step toward addressing the needs of Overtown's children in a more holistic manner, a focus designed to move away from the service based structure that addressed needs in siloes and towards a collective impact and systems level approach.

The Coalition charged itself with three distinct responsibilities:

1. **Create a shared vision for community wide action** that promotes excellence, empowerment, economic growth and success for all Overtown children and youth;
2. Prepare an application to **become Florida's fourth Children's Initiative; and**
3. **Develop a pipeline of integrated high quality pathways for youth to succeed** from birth through college.

While the Coalition has been involved in several activities related to these responsibilities, its most significant accomplishment to date is the completion of the community's first Children and Youth Master Plan (Plan). In addition, the Plan is a necessary component of the Florida Children's Initiative Application.

The Plan provides an investment blueprint for those seeking to allocate resources to improve outcomes for children, youth and their families who call Overtown home. The Plan is the direct result of hundreds of hours of discussion, debate and problem-solving that began with strategic planning sessions, focus groups, interviews, surveys and monthly meetings for the past two and a half years with professionals, parents, and youth representation. The Plan is aligned with several existing plans in Miami Dade County including The Children's Trust Strategic Plan, The City of Miami My Brother's Keeper Community Challenge, and City of Miami Anti-Poverty Initiative.

The Plan aspires to leverage current community assets and maximize opportunities for private and public investment, the development of a dedicated source of revenue, philanthropy and building an asset bank of cash and in-kind contributions from a cross-sector group of stakeholders who desire to improve outcomes for all of Overtown's children.

Vision

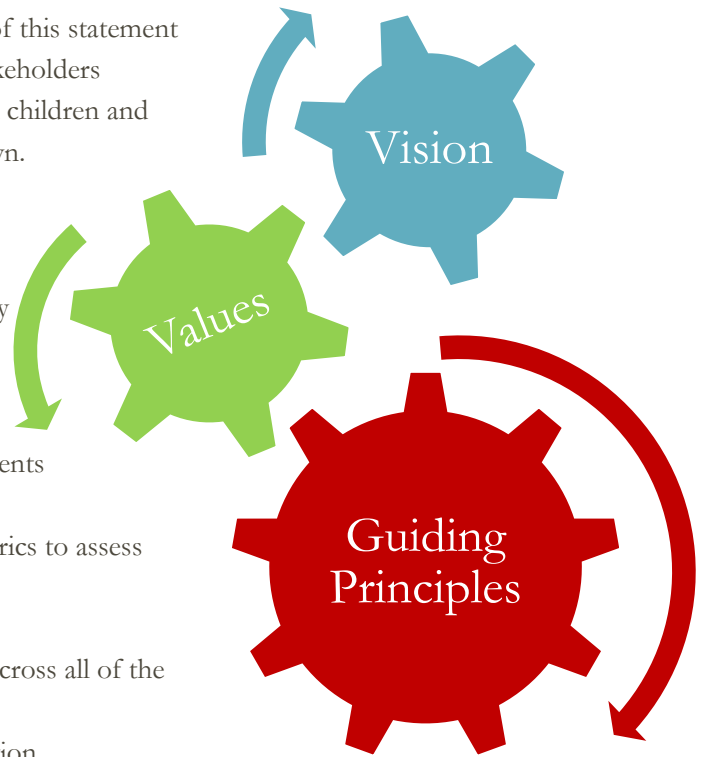
The Vision emerged early and is centered on the idea that “Overtown, a community where all children and youth thrive,” should remain at the forefront of the Plan. Community members approved of this statement due to its present and future orientation. Moreover, stakeholders wanted to make certain that the Plan would focus on all children and youth from birth through age 24 who reside in Overtown.

Values

Community, Empowerment, Leadership, Integrity, Accountability, Cooperation, Communication, Creativity

Guiding Principles

1. Engage all sectors and stakeholders
2. See youth and families as change agents, not clients
3. Coordinate efforts and align resources
4. Establish real, reasonable expectations and metrics to assess progress
5. Learn from the success of others
6. Assess and improve quality, reach and impact across all of the places children spend their time
7. Build on strengths, not only on problem reduction



Understanding the Structure of the Plan

The OCYC generated five Goals designed to meet our vision that all Overtown children and youth will thrive. To realize this vision, the Plan presents five Goals for children, youth and families, as well as the organizations that serve them in the community. The five headline Goals are as follows:

1. Overtown's systems and intuitions will be **ACCOUNTABLE TO THE COMMUNITY** by being responsive, collaborative, efficient and effective in efforts to empower children and youth to succeed.
2. Every child will be **HEALTHY AND SAFE** in their homes, schools and community.
3. Every child will be **CONNECTED** to peers, family, community and culture.
4. Every child will be **LEADING** in academics, technology, service and civic life.
5. Every child will be prepared to be **PRODUCTIVE AND WORKING** towards academic, vocational, college and career success.

These Goals cannot be achieved without implementing a comprehensive collective impact and community development approach. Progress toward achieving these broad Goals will be reflected through improvement in key community indicators. The Children and Youth Master Plan also defines a specific set of Strategies for accomplishing each Goal. The Plan will be monitored and implemented by Collective Impact Teams, i.e. a cross-sector set of stakeholders who will develop Action Steps, implement activities and monitor progress.



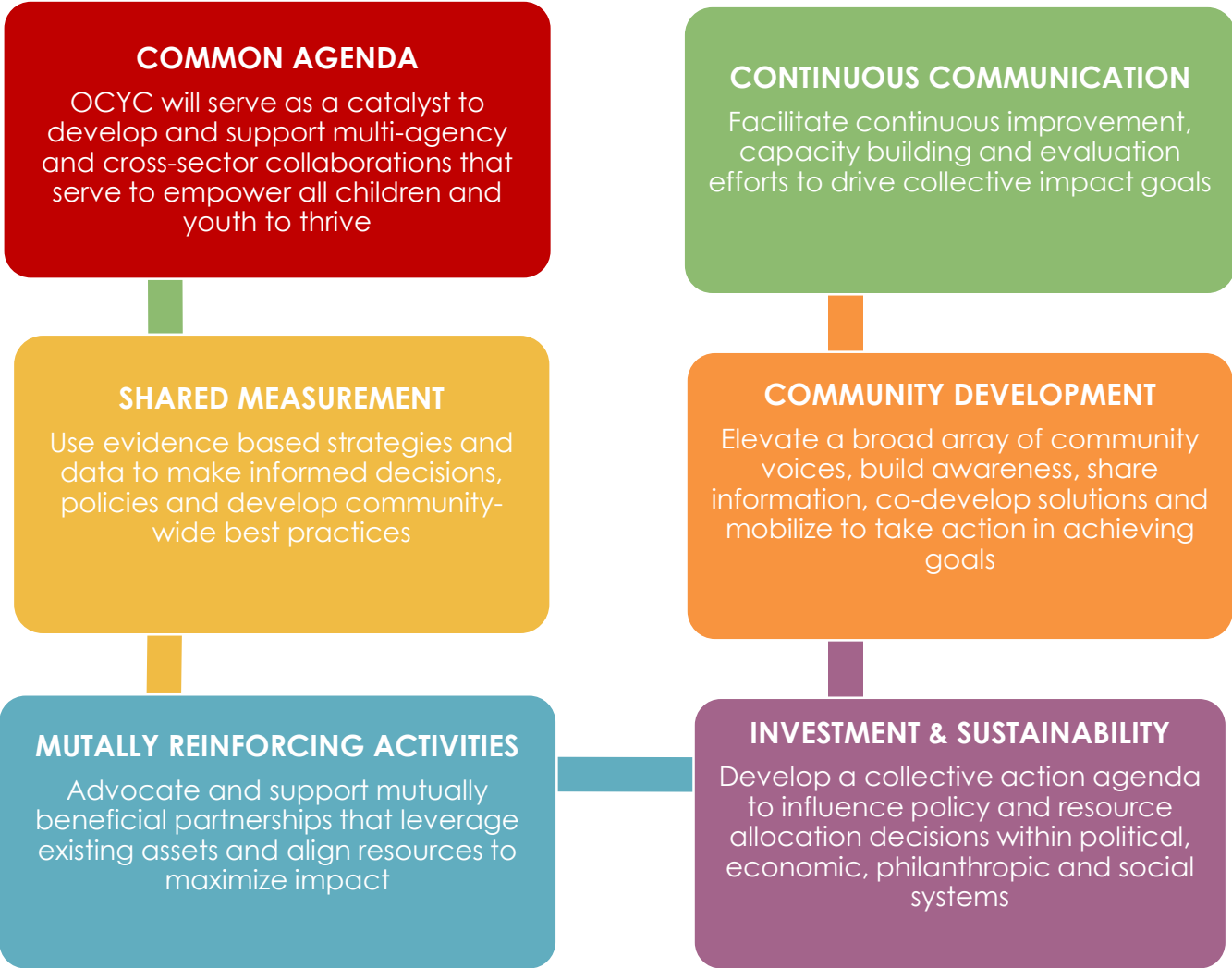
GOALS AND STRATEGIES

Guiding Framework

The OCYC adopted the “Collective Impact” framework because implicit in this model, is the belief that all community stakeholders (individuals, organizations, and public institutions) share responsibility for the success of all of Overtown’s children. “Collective Impact” is a best practice framework that requires the commitment of a group of actors from different sectors to champion a common agenda to solve a complex social problem. By defining a common agenda, establishing shared measurement protocols and building a system of mutually reinforcing youth programs and services community-wide.

Goal #1- Community Accountability

OCYC will serve as a catalyst to convene, network, leverage, scale and impact a critical mass of children and youth who benefit from and contribute to the continued growth and redevelopment of the area in positive and meaningful ways.





**GOAL #2
HEALTHY &
SAFE**

at home, in
school and
in
community



**GOAL #3
CONNECTED**

to peers,
family,
community
and culture



**GOAL #4
LEADING**

in school,
technology,
service, and
civic life



**GOAL #5
PRODUCTIVE
AND
WORKING**

towards
academic,
vocational,
college and
career
success

STRATEGIES

- Maintain Social Emotional Health and Well-Being
- Improve Safe and Supportive Homes And Public Spaces
- Improve Safety and Prevent Injuries
- Promote Active and Healthy Living
- Coordinate Cradle to Career High Quality Children and Youth Programs

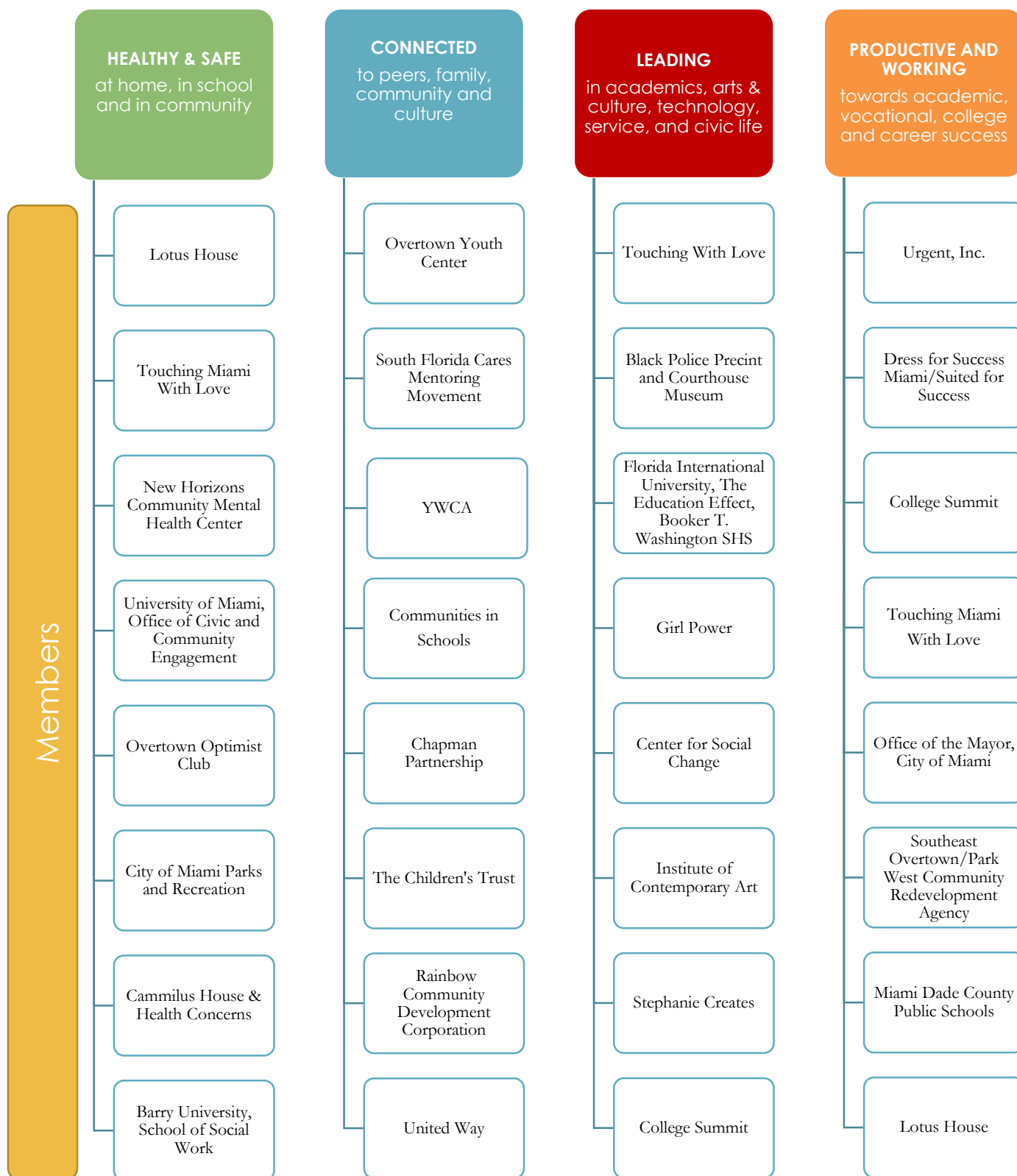
- Support Positive Identity
- Encourage Positive Peer Relationships
- Equip and Empower Families to Support the Well-being of Their Children
- Engage Parents and Caregivers as Partners in Children's Learning and Education
- Promote Cultural Appreciation, Respect & Competence

- Cultivate Leadership, Advocacy and Activism
- Increase Learning and Innovation in Technology
- Promote Community Connectedness and Social Responsibility Through Service
- Connect Children to Arts and Enrichment Opportunities
- Establish a Youth Commission

- Support Academic Achievement and Positive School Experiences
- Celebrate Positive Connections Between Staff, Teachers and Students
- Support College Access and Completion
- Finance Workforce Readiness & Entry
- Develop Entrepreneurship, Micro-Business and Career Internships

Collective Impact Backbone Support

COLLECTIVE IMPACT TEAMS



Implementation

Accountability and Timeline for Action

The vision and goals identified in the Children and Youth Master Plan can be accomplished with a strong commitment from elected officials representing the Overtown community, government, nonprofits, philanthropy, the private sector, and engaged residents and most importantly in partnership with youth. To track success, the accountability framework defined in Goal One will be used.

The successful implementation of this plan will also result in material and significant, measured improvement in the headline Goals within five (5) years of this Plan’s adoption. The OCYC will monitor progress on every strategy each year, including prioritizing and assessing each strategy for feasibility. The Plan’s intent is that each strategy be fully implemented within four (4) years of this Plan’s adoption.

The Action Steps defined in the Plan are considered “first steps,” and unless specified otherwise, will be accomplished within one (1) year of this Plan’s adoption. It is expected that the listed Action Steps to be undertaken may change in light of changed circumstances, new information, accomplishment of an item and available resources.

The OCYC will have an important ongoing role in monitoring and publishing the implementation of the Plan. Ultimately, however the results will rely on the active, coordinated leadership of the people and institutions providing services, adopting child policy, resourcing activities and providing opportunities for children, youth and families in Overtown. These efforts need to be fully supported by the entire community and Greater Miami-Dade.

Implementation Partners

Action Steps: Year I

Education

- Positive Connections with Staff & Teachers
- College Access
- Positive School Experiences

Engagement

- Arts & Culture Enrichment
- Volunteer Service
- Child Policy
- After School Programs

Opportunity

- Jobs/Internships
- Parent Support
- Community Safety
- Parent and Sibling Encouragement

Outcomes & Indicators

ACCOUNTABILITY FRAMEWORK- Improve communications, coordination and community engagement in support of children and youth

- Staff the Overtown Children and Youth Coalition
- Coordinate/align existing successful programs to expand and ensure mutually reinforcing programs and services across the community
- Increase community awareness about available programs and services
- Set a data development agenda: baseline and goals for the following indicators:

HEALTHY & SAFE- Increase and improve mental health, resilience, wellness and healthy life choices

- Designate safe community spaces
- Address food insecurity and nutrition

CONNECTED- Increase and improve availability and access to developmental activities, opportunities and supports

- Inventory the number and percent of youth engaged in enrichment activities during non-school hours
- Inventory parent support systems and services that empower caregivers to support child development and success
- Identify and support positive connections between students, staff and teachers

LEADING- Create opportunities for community engagement, leadership, and advocacy and activism

- Establish a Youth Commission
- Advocate for child policy that supports sustainable resources for youth opportunities

PRODUCTIVE & WORKING- Increase and improve economic opportunities, conditions and preparation for young people

- Inventory number and percent of youth College Ready, Employed (School Year and Summer), and Post-Secondary Enrollments
- Identify resources and establish relationships with private sector business to increase opportunities for youth internships and employment

COALITION REACH

ENGAGED IN OCYC NETWORK



2,280

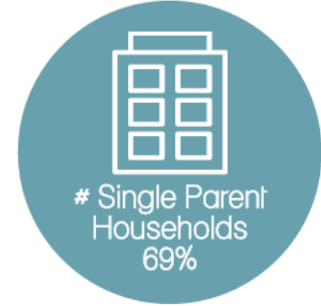


\$1,830,000
Member Assets



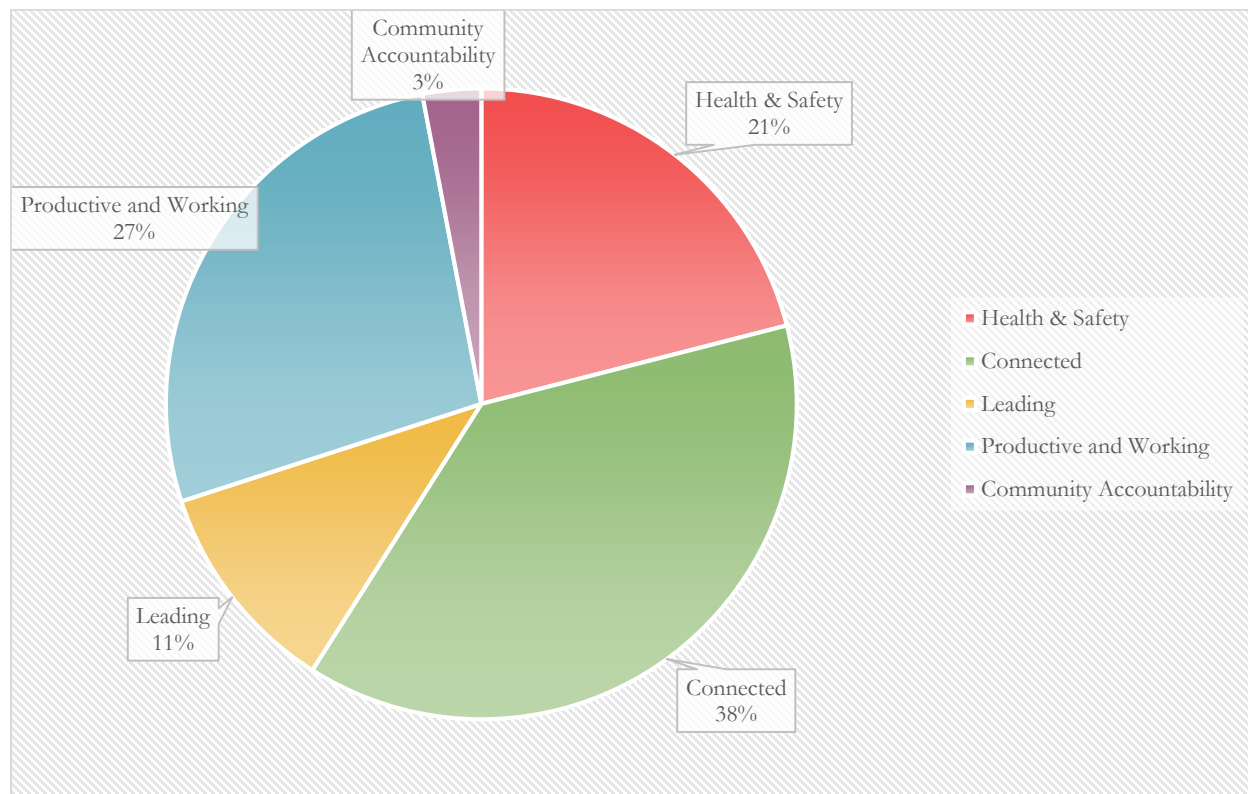


Community Context



Building the Bank of Community Assets

Investment Priorities



What Counts



Time & Voice

- Mentoring
- Volunteering
- Professional Development
- Leadership Development
- Capacity Building
- Leveraging Personal and Professional Relationships to Benefit the Cause
- Advocacy and Educating Others About the Cause



Talent Network

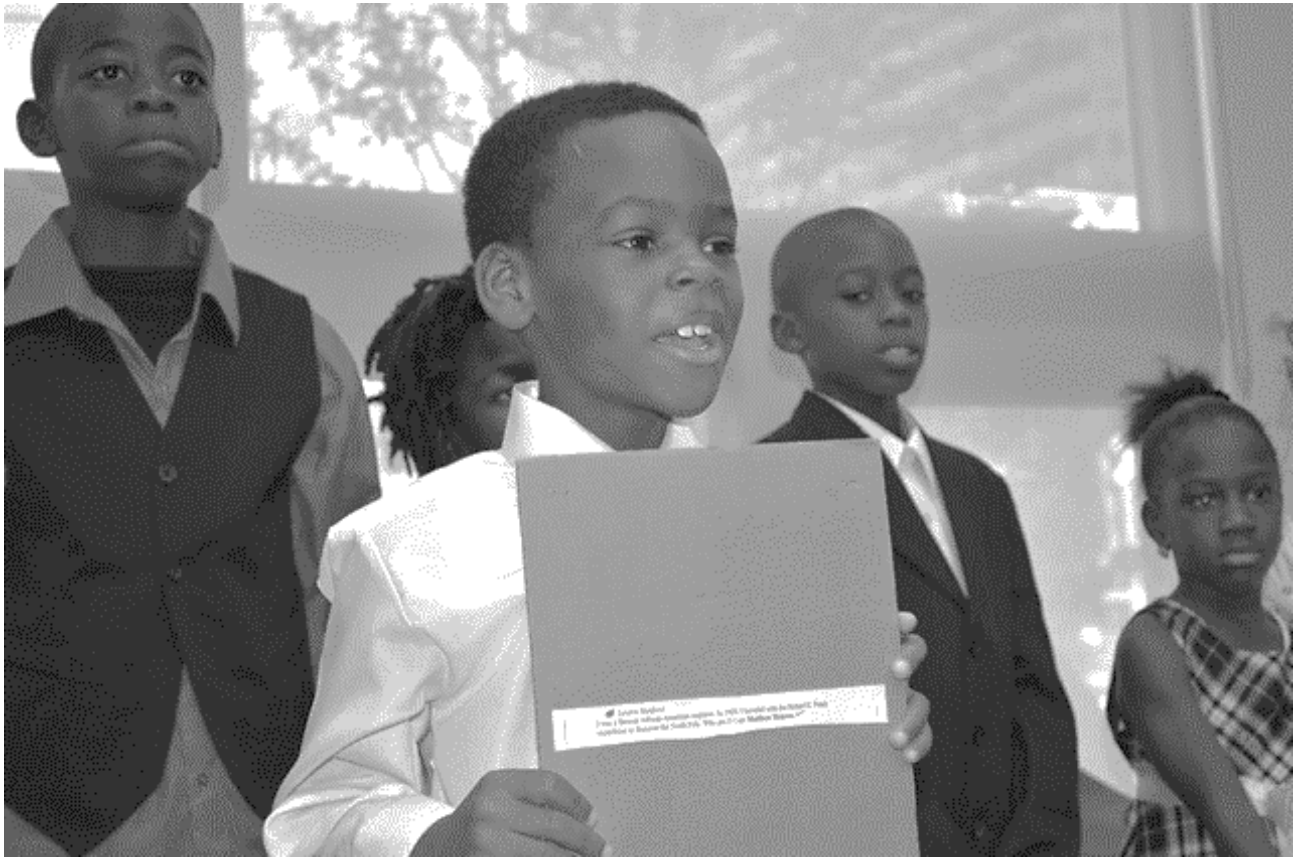
- Board Service
- Fundraising
- Cultural and Artistic Spaces
- Technical Assistance
- Coaching
- Technology
- Education & Training
- Grantwriting
- Advocacy
- Contributing Expertise to Benefit the Cause



Treasure

- Event Sponsorship
- Facilities
- Grants
- Donations
- Tickets (Arts, Sports)
- Internships
- Scholarships
- Youth Stipends
- Jobs for Parents
- Affordable Housing Units
- Impact Investing
- Venture Philanthropy

Acknowledgements



The Overtown Children & Youth Coalition, Inc. gratefully acknowledges the leadership of the Board of Directors for the countless hours of service devoted to the development of this document. The OCYC is also thankful for the contributions of several members of the Coalition including Dr. Tisa McGhee, Barry University School of Social Work and MC3 Consulting, Dr. Shelley Robertson, Robertson Consulting Group, Inc., Dr. Donnie Haile, Florida International University, The Education Effect, and Dr. A.J. Franklin, Boston College School of Education who consulted on the development of this plan and to Miguel Milanes, Allegany Franciscan Ministries who helped fund the Plan. We would also like to thank the Southeast Overtown/Park West Community Redevelopment Agency Clarence E. Woods, III, Executive Director and Board Members, The City of Miami Commission, School Board Member, District 2 and other elected officials who have supported our efforts since inception. We especially want to thank the residents and youth who participated in the interviews, focus groups, research projects and surveys. Finally, thank you to the community agency representatives for putting in their time and commitment to support the well-being, success and achievement of our children, youth and families.

“The greatest single resource of a coalition is its membership”

<p><i>Southeast Overtown/Park West Community Redevelopment Agency Board Members</i></p> <p>Commissioner Keon Hardemon, Chairman</p> <p>Commissioner Wilfredo Gort, Vice Chairman</p> <p>Commissioner Marc Sarnoff</p> <p>Commissioner Frank Carollo</p> <p>Commissioner Francis Suarez</p> <p><i>Area Elected Officials</i></p> <p>Commissioner Keon Hardemon, City of Miami District 5</p> <p>Commissioner Audrey Edmonson, Miami Dade County , District 3</p> <p>State Representative Cynthia Stafford, District 109</p> <p>State Senator Dwight Bullard, District 39</p> <p>School Board Member Dr. Dorothy Bendross-Mindingal, District 2</p> <p><i>OCYC Board of Directors</i></p> <p>Saliha Nelson, Chairwoman Urgent, Inc.</p> <p>Tina Brown, Co-Chair Overtown Youth Center</p> <p>Sonia Jacobson, Treasurer Dress for Success Miami/Suited for Success</p> <p>Anna Frusciante, Secretary, Sundari Foundation/Lotus House Women’s Shelter</p> <p>Jason Pittman, Director Touching Miami with Love</p> <p>Clarence E. Woods, III, Director *Renee Jadusingh, Esq., Alternate Southeast Overtown/Park West Community Redevelopment Agency</p>	<p><i>Members</i></p> <p>Dacia Steiner, Center for Social Change</p> <p>Chapman Partnership</p> <p>Downtown Miami Charter School</p> <p>Sonia Jacobson, Dress for Success/Suited for Success</p> <p>Thema Campbell, Girl Power</p> <p>Institute of Contemporary Art</p> <p>Anna Frusciante & Donna MacDonald, Lotus House</p> <p>Dr. Tisa McGhee, MC3 Consulting</p> <p>Michele Sweeting, New Horizons Community Mental Health Center</p> <p>Tina Brown, Overtown Youth Center</p> <p>Lucille Rich, Rainbow Village CDC</p> <p>Tracey Carter, South Florida CARES Mentoring Movement</p> <p>Stephanie vanVark, Stephanie Creates</p> <p>Jason Pitman, Touching Miami With Love</p> <p>Saliha Nelson, Urgent, Inc.</p> <p>Pat Williams, YWCA</p> <p><i>Committees</i></p> <p>Jason Pittman, Health Committee Chair</p> <p>Agnes Morton, Co-Chair</p> <p>Tina Brown, Education Committee Chair</p> <p>Sonia Jacobson, Youth Economic Development Chair</p> <p>Martha Whisby-Wells, Resident Engagement Chair</p> <p><i>Participating Organizations</i></p> <p>Black Police Precinct & Courthouse Museum</p> <p>Agnes Morton, Booker T. Washington SHS Alumni, Association</p> <p>Camillus House & Health Concerns</p>	<p>Code Fever</p> <p>College Summit Communities in Schools Miami</p> <p>Emmanuel Washington, Overtown Community Optimist Club</p> <p>Prizm</p> <p>The Development Firm</p> <p>Up 2 Us</p> <p>Takiyah Butler, University of Miami</p> <p><i>University Partners</i></p> <p>Barry University School of Social Work</p> <p>Dr. Donnie Hale, Florida International University, The Education Effect</p> <p>University of Miami - Office of Civic & Community Engagement</p> <p><i>Institutional Partners</i></p> <p>Florida Department of Children and Families</p> <p>Miami Dade County Public Schools, Office of Educational Equity and Access and Diversity</p> <p>Domingo Echevarria, & Pat Santangelo, Office of the Mayor, City of Miami</p> <p>Nate Joseph, City of Miami Parks and Recreation</p> <p>Southeast Overtown/Park West Community Redevelopment Agency</p> <p>The Children’s Trust</p> <p>Janat Qureshi, United Way</p> <p><i>Sponsors</i></p> <p>Allegany Franciscan Ministries, Florida</p> <p>MDM Development Group</p> <hr/>
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“Coalitions help to create change when everyone around the table begins to own the problem and sees themselves as part of the solution.”
 --Lynda Gavioli

Appendix

Findings of Necessity

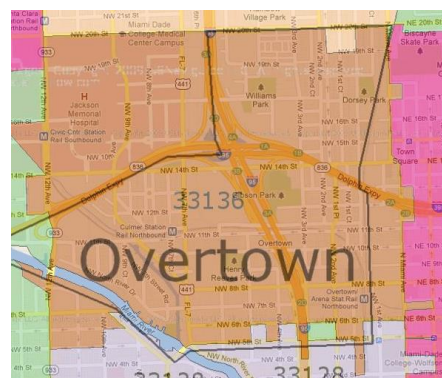
The Profile of Children and Youth Well-Being in Overtown

The Overtown Community Needs Assessment 2013 is a companion document to The Plan. The Needs Assessment contains data and research findings used to assess the well-being of Overtown’s young people and support the development of the goals, strategies and action steps of The Plan. The data comes from public records, including the 2010 U.S. Census, and from community interviews, focus groups, qualitative research and surveys.

Location

The Boundaries of the Plan include:

- On the north: NW 22nd Street;
- On the south: NW 2nd Street;
- On the east: NW 1st Ave.
- On the west: NW 7th Ave., Miami FL



Community Involvement

Youth Participation

Throughout the planning process, members were committed to the involvement of both youth and the broader community. High school aged youth took part in focus groups, strategic planning sessions, interviews and completed surveys. Over 100 youth were sampled and their contributions helped to generate the three themes: Education, Engagement and Opportunity.

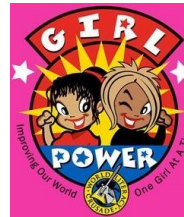
Community Participation

The OCYC held three community listening sessions throughout Overtown. These listening sessions provided opportunities for community members to share their insights, interest and concerns as they related to each Goal area. All comments and insights from these community sessions were captured and supplemented the Overtown Children and Youth Community Needs Assessment. In addition, during the summer of 2014, the OCYC working in partnership with Barry University, School of Social Work and professor Dr. Tisa McGhee performed a qualitative research study using Photovoice with resident researchers and into the fall of 2014 completed a survey of residents and youth to gauge the overall health concerns for community youth.

OVERTOWN

children & youth coalition

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Allegany Franciscan Ministries, Inc.



Rainbow CDC

